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21 JAN 1986

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MEMORANDUM FOR: Deputy Director for Administration

FROM: William F. Donnelly
                 Director of Information Technology

SUBJECT: Office of Information Services

1. Last week you asked me if there was a study or other paper work supporting the idea that the Office of Information Services should be merged with the Office of Information Technology. So far as I am aware, there is no such material.

2. The idea grew out of my experience in the period 1977-83 when the Information Management Staff of the Directorate of Operations was formed. There were four concepts at the root of our plan. a) There was an information flow sequence from the first key stroke made by a case officer in the field until the product of the key stroke was delivered to a desk in Headquarters. If that sequence was automated from end to end, it was presumed that many advantages would flow from it. b) Security would be enhanced if the number of persons reading traffic moving through the sequence described above was reduced. c) "Hope" could be built into our personnel system by reducing the number of low level, dead-ended positions such as those in registries, and retraining the occupants of those positions to do other more rewarding work. When taking this step, the registries would be reduced in number and automated. d) The implementation of the automation of the information flow sequence described above was centralized for greater management efficiency and to reduce institutional parochialism.

3. The concepts listed above were implemented in the period mentioned by creating the CRAFT project office in IMS to automate the stations overseas. The number of persons reading traffic in the Cable Secretariat was reduced and the process in that office automated. Today the remaining skeleton of the old Cable Secretariat is part of OIT where only about four percent of narrative traffic is now seen by human eyes. The computer system (ALLSTAR) in the DO was expanded and upgraded. The 16 registries which heretofore had belonged to line divisions in the DO were consolidated under the management of IMS and reduced in number to six - five of them automated. (The DDO's registry is still manual.) Approximately 50 registry positions were reassigned during this process and the occupants retrained. The number of persons in registries reading DO traffic was significantly reduced by this action.

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4. When in February 1983 I became Director, Office of Communications, there was a larger game to play. As we went through two budget cycles, an information flow sequence similar to the one I had worked with in the DO became clear in the DA. Some of the same problems were visible again. As an organization we didn't deal with the continuum across offices. OC, ODP, OIS and P&PD in OL were each part of the continuum but they didn't play together. Each was doing it's own thing.

5. So I began to advocate bringing these organization under a single management. I stated this position whenever I spoke or was asked my opinion about how the Agency could get better organized to handle information as we move toward the 1990s. In February 1985, when I was asked to organize the Office of Information Technology, I recommended, based upon my experience in IMS, that parts of OIS be joined with OIT. The policy making parts (as pertains to information handling), the registries and the storage facilities were three of the elements I had in mind. Why? In my opinion, the OIS budget is too small to give that office sufficient flexibility under the existing arrangement; there is a natural merger of OIS and OIT functions which can be built into the new building; too many of the jobs in OIS are dead-ended and low paying; and, based upon my experience in IMS, there appear to be savings and efficiencies to be gained by bringing selected OIS functions into OIT.

6. At the time the DDA accepted my recommendations. He gave me the OIS table of organization and told me to factor it into my thinking. I was told, however, to wait until after May 1985 before talking about this move. The date then slipped until the end of 1985, although in October I was asked for my opinion about the promotion of a key officer in OIS and whether he would be acceptable to me.

7. Today, I continue to hold the same views that led to what is described above. I look upon the Agency's information, and what I perceive as a value added process which delivers and manipulates that information, as a resource, just as people and operations are resources. If we don't manage that resource well and look at it as a system - a continuum - then we may lose the competitive edge that fast communications and smart computers can give us.

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